

## CHAPTER 3

### CAREER DEVELOPMENT PLANS WITHIN NATURAL RESOURCES MANAGEMENT

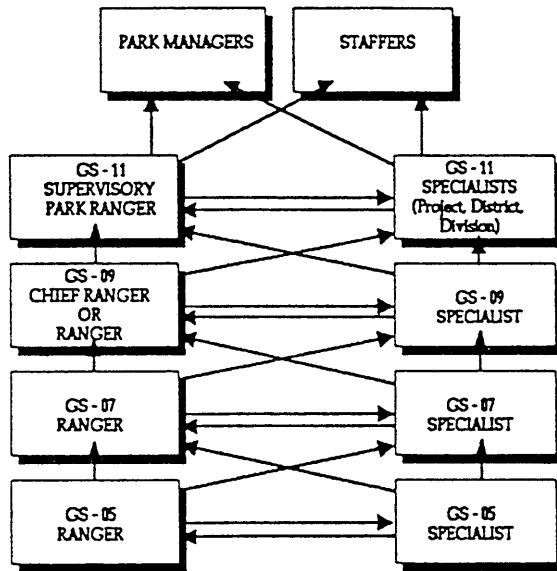
**3-1. Categories of Career Development Plans.** This document includes the following four career development plans within civil works natural resources management:

- park rangers and natural resources management specialists (Chapter 4),
- park managers and staffers (Chapter 5),
- administrative support team members (Chapter 6), and
- facility management and maintenance team members (Chapter 7).

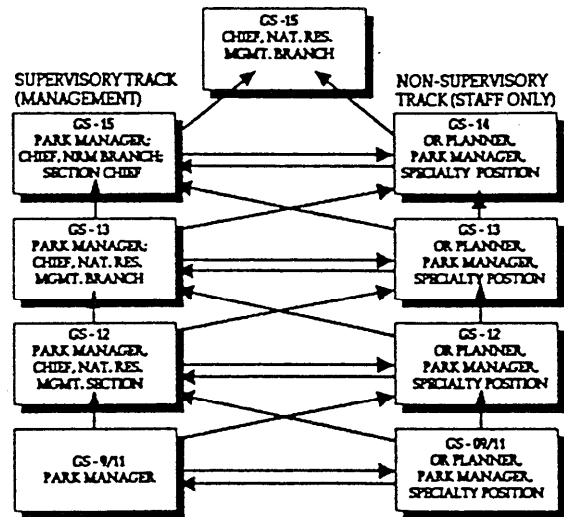
Figure 3-1 consists of the career paths for each of these categories. The paths of park rangers and natural resources management specialists and park managers and staffers are interrelated with each other. Many members of these groups aspire to upper level management in the natural resources management element. Administrative support staff have few supervisory positions. Facility management and maintenance team members have career paths that include supervisory positions. However, these paths are normally distinct and do not directly link with the paths for rangers, staffers, specialists, and park managers. All career development plans include information on:

- educational requirements,
- formal classroom training,
- technical courses,
- developmental assignments, and
- on-the-job training experience.

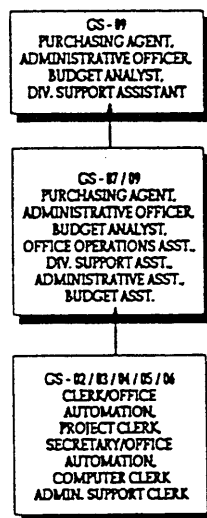
## PARK RANGER & SPECIALIST



## MANAGERS & STAFFERS



## ADMINISTRATIVE SUPPORT



## FACILITY MANAGEMENT AND MAINTENANCE

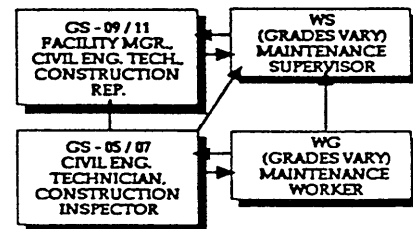


FIGURE 3-1. CAREER PATHS FOR NATURAL RESOURCES MANAGEMENT TEAM MEMBERS

**3-2. Definition of Training Requirements.** The career development plans contained in chapters 4, 5, 6, and 7 identify both formal classroom training and developmental assignments as mandatory, highly recommended, or recommended. Training may be attained at lower grades than shown in the tables if funding and supervisory coordination are attained and the prerequisites are met. These designations are made to communicate the level of importance for each of these courses or assignments. Definitions of the categories of training are as follows:

**Mandatory** - Training that is required for successful performance on the job (i.e., a person cannot perform the duties of the position successfully without this training). Mandatory training must be completed within specified time frames before or after entry into the position.

**Highly Recommended** - Training that employees should have for effective performance (i.e., training that directly affects the quality of mission accomplishment). Although this training should be completed within a specified time frame, it may be deferred due to lack of funding.

**Recommended** - Training that is recommended, rather than mandated, for all employees with similar work duties. This training is provided only to those team members who need it to build or enhance competencies.

**3-3. Engineer and Scientist Career Program.** Park rangers/specialists and park managers/staffers are covered in the Engineers and Scientists Career Program CP-18 as described in AR 690-950, chapter 11. Team members who aspire to GS 13-15 and Senior Executive Service (SES) positions should also review the Career Development Plan for Environmental/Natural Resources Professionals which has been developed to cover natural resource/environmental positions at Army installations. While this document is intended to cover non-Corps natural resources positions, it contains much information about the career program that will be useful in career planning.

**3-4. Description of ACTEDS.** The Army Civilian Training, Education, and Development System (ACTEDS) is a Department of the Army initiative that attempts to identify sequential and progressive developmental opportunities and requirements for civilian team members. The CP-18 ACTEDS provides a “road map” of career development plans for those individuals who aspire to key positions within the Engineers and Scientists Career Program. The ACTEDS plan includes a narrative with guidance for implementing ACTEDS and tables consisting of career path diagrams, career development plans, and master training plans. ACTEDS provides a sequential, progressive, and systematic approach to civilian training, education, and development for the positions of chief and assistant chief of the major functional areas such as civil works planning, engineering, construction, operations, facilities engineering, research and development, and deputy district engineer for project management. Technically, ACTEDS will impact only those individuals who aspire to the key positions just listed. All team members should

consider the guidance provided in developing their personal career plans, regardless of their goals. To reach the key positions targeted by ACTEDS, team members must make a number of career development decisions at the GS 11 and 12 levels. Team members who do not follow the ACTEDS “road map” may find that they are not competitive for these positions. Implementation of the ACTEDS program is a shared responsibility of career program managers, supervisors, careerists, and the human resources office. ACTEDS plans are available through human resources offices and CP-18 Career Program Managers.

### **3-5. Interaction of the Natural Resources Management Career Paths with ACTEDS.**

Career guidance contained in this pamphlet is consistent with the career development plan for the chief and assistant chief of operations positions contained in ACTEDS, to the maximum extent feasible. However, the purpose of this pamphlet is to focus more on career development for those aspiring to the chief or assistant chief of the natural resources management function within operations. The park ranger/specialist (chapter 4) and park manager/staffer (chapter 5) career development plans are more closely tied to the ACTEDS requirements than the other plans since these positions are included in the Engineers and Scientist Career Program. Table 3-1 illustrates a combination of the formal classroom training courses and developmental assignments contained in chapters 4 and 5. Team members within natural resources management who aspire to ACTEDS positions (i.e., chief or assistant chief of operations) should consider both this plan and the CP-18 ACTEDS plan since requirements within the two plans differ.

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**TABLE 3-1. COMBINED CAREER DEVELOPMENT PLAN FOR PARK RANGERS/SPECIALISTS AND PARK MANAGERS/STAFFERS**

GRADE	FORMAL CLASSROOM TRAINING	DEVELOPMENTAL ASSIGNMENTS
GS 5	(M) Visitor Assistance (HR) Communications/Report Writing (HR) Contracting Overview (HR) Computer Applications (HR) Intern Leadership Development(1)	(M) One week away from home office in a cross-training position
GS 7	(M) O&M Contracts (HR) Communications/Public Speaking (HR) O&M Contracts Advanced	(M) One week away from home office in a cross-training position (HR) Minimum one week rotational assignment within engineering, planning, real estate, contracting, and safety
GS 9	(R) O&M Contracts Advanced (HR) Communications/Public Involvement (HR) Supervisor Development Course (2) (HR) Leadership Education and Development (2) (HR) Interpretive Services (3) (R) Budget Training	(HR) Minimum two week rotational assignment within district natural resources management office
GS 11	(HR) Instructional Methods (3) (HR) Visitor Assistance (Update) (HR) Public Awareness/Conflict Resolution (R) Supervision and Group Performance (R) Human Resources I-II	(HR) Minimum one month rotational assignment in district natural resources office for field managers (HR) Minimum one month field assignment for district, division, and HQUSACE Staff with no previous or recent field experience (R) Minimum two week rotational assignment within district planning office (R) One week assignment at Facilities Engineering (natural resources office)
GS 12/13	(HR) Personnel Management for Executives (HR) Organizational Leadership for Executives (HR) Budget Training (HR) Seminar in Natural Resource Management (R) Human Resources III-IV	(HR) Minimum one month rotational assignment in district natural resources office for managers (HR) Minimum one month field assignment for district, division, and HQUSACE staff with no previous or recent field experience (3) (HR) Minimum two month assignment in HQUSACE (HR) Assignment on committee or task force at the HQUSACE or division level (R) Minimum one month rotational assignment within operations (i.e., navigation, regulatory, hydropower, etc.) (R) Minimum two month assignment to another element
GS 14/15	(HR) OPM Management Development Seminars	(HR) Minimum one month field assignment for district, division, and HQUSACE staff with no previous or recent field experience (3) (HR) Minimum two month assignment in HQUSACE (3) (HR) Assignment on committee or task force at the HQUSACE or division level (3) (R) Minimum one month rotational assignment within operations (i.e., navigation, regulatory, hydropower, etc.) (3) (R) Minimum two month assignment to another element (3)

(M) Mandatory

(HR) Highly Recommended

(R) Recommended

(1) Mandatory for interns GS 5-9 (not open to others)

(2) Mandatory for supervisors

(3) If not previously accomplished at a lower level

NOTE: ACTEDS may recommend additional formal training and assignments of longer duration for those aspiring to the chief or assistant chief of operations.

NOTE: Mandatory training must be completed within specified time frames before or after entry into the position.

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